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Crime prevention and criminal justice

United Nations African Institute for the Prevention of Crime and the Treatment of Offenders

Report of the Secretary-General

Summary

The present report has been prepared pursuant to General Assembly resolution 65/231. The report describes the activities undertaken by the United Nations African Institute for the Prevention of Crime and the Treatment of Offenders to offer African countries technical support in crime prevention and the strengthening of criminal justice systems. The report describes practical measures proposed by the Institute, emphasizing collaboration, while taking into account the role of local and outsourced resources.

The report highlights the challenges Africa faces in litigation and the management of correctional institutions, especially with regard to sophisticated crime trends. Also covered are difficulties that limit the capacity of the Institute for smooth operation and delivery of services. Opportunities for realizing the much-needed funding to support the programmes of the Institute are discussed.

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I. Introduction

1. The present report has been prepared pursuant to General Assembly resolution 65/231. It offers an overview of the general performance of the United Nations African Institute for the Prevention of Crime and the Treatment of Offenders in response to the needs of African countries with respect to challenges experienced in crime prevention and criminal justice administration. The report describes the destabilizing impact of high-tech crime in Africa and illustrates specific activities undertaken despite capacity-based difficulties. The report also discusses a range of remedial options and highlights tailored and pragmatic programmes for an effective response to emerging crime trends that go beyond individual national jurisdictions. The report describes the unique criminal justice situation in Africa and, based on the directives of the Governing Board and consistent with resolutions of the General Assembly on crime prevention and criminal justice, explores the practical measures intended to make the Institute a more effective medium for delivery of home-grown and sustainable solutions for the African continent. The report also describes means at the disposal of the Institute to maximize the use of the existing network of partners, including regional and international conventions, to tap relevant expertise and mobilize support for enhancing feasible crime prevention practices.

2. There is a global escalation in the demand for basic commodities and social services, partly as a consequence of the worldwide increase in population. The steady rise in population, however, particularly in Africa, is not matched by food production or the availability of water, energy and wealth to sustain a good standard of living. Climate change and diminishing natural resources have had adverse effects on the precarious food-production capacities. The inadequacy or lack of policies for environmental protection is also having a detrimental effect on the capacity of countries to produce food and cash crops, thereby increasing the chances of recourse to crime.

3. With the growing urbanization of African countries, many urban centres are emerging in hitherto rural hinterlands, rendering the countryside less capable of providing the agricultural produce needed to feed growing urban populations. The problems of unemployment, inflation and poor health care brought by high population density have magnified the threat of crime. Crime prevention strategies will therefore require planners to focus attention on the coordination of activities that promote development based on sustainable agricultural production and preservation of the environment and that offer cheap sources of energy to drive small and medium agro-based industrial enterprises.

4. Developments in international cooperation based on improved worldwide communications between individuals and institutions have spread to the African countries, highlighting the strategic value of global collaboration to tackle crime. However, the wide scope of contacts made possible through online social networks and improved teleconnectivity also opens the door to potential criminal infiltration.

5. High-tech criminal activities such as fraud and identity theft are now a reality in Africa. With development, such crime has assumed subtle aspects and entered Africa, where detection and control mechanisms are still at an embryonic stage. This has been facilitated by the growing trend of international collaboration and

liberalization in commerce, industry and social services. Consequently, Africa is currently recording high levels of transnational organized crime, including cybercrime, money-laundering and trafficking in human beings, drugs and firearms. These emerging forms of crime have caused considerable loss of wealth and inflicted substantial economic damage. The outcome could be a reduction in investment potential and a cutback in the level of services delivered, as well as employment. The available mechanisms for criminal justice management do not seem capable of addressing these emerging forms of crime. However, it is anticipated that with pragmatic and innovative research-based measures and specialized skills, the necessary capacity can be generated to implement tailored programmes to respond to these challenges.

6. In African countries, people are increasingly demanding rule of law, fundamental freedoms, strong democratic institutions and equitable opportunities. There have been calls for strong democratic institutions to guarantee the implementation of necessary reforms that will improve and sustain innovative crime prevention and criminal justice practices and boost security. Africa's strong desire for social justice has lately been manifested in the social movements emerging across the continent and calling for a review of the existing justice management mechanisms. The need for reforms is a manifestation of the inequitable distribution of resources, coupled with growing inadequacies in crime prevention and criminal justice administration in a number of countries. In terms of policy and institutional framework, Africa is a continent in transition. This transition is anchored in the need for fairness and equity, values that are reflected in the Institute's programme goals. The Institute's intention is to play a vital role in spearheading the emerging social justice demands in collaboration with the United Nations Office on Drugs and Crime (UNODC) and other institutions.

7. As decided by the Governing Board, a review of the Institute will be conducted to facilitate its playing a more effective leading role to meet the emerging crime challenges affecting the development of Africa. It is expected that, when fully reviewed, the Institute will be at the forefront to mobilize goodwill from its relevant partners for the implementation of its programme goals through the provision of technical support.

II. Governance and management

A. Governing Board

8. The twelfth session of the Governing Board of the United Nations African Institute for the Prevention of Crime and the Treatment of Offenders will be held in Lilongwe on a date yet to be decided. In the meantime, the decisions made at the eleventh session, in Nairobi, continue to provide the basis for operations. Direct consultations between the management of the Institute and the Chair of the Board provide the necessary impetus for the resolution of emerging issues.

9. The Board directed that the Institute be reviewed to assume a more prominent role in dealing with existing crime and criminal justice threats and by considering the calls for reform in existing policy and procedures for the attainment of security and justice. Arrangements to that end have been initiated, and proposals have been

submitted to the review authorities, chaired by the Government of Uganda. Consultations are ongoing among the members of the Board through its Chair, the Government of Malawi, to find suitable mechanisms for improved resource mobilization for the rigorous schedule of activities expected to yield the desired crime prevention and criminal justice results. It is expected that the upcoming conference of African ministers will further promote this ideal.

10. Significant to the efforts of the Governing Board is General Assembly resolution 65/231, in which the Assembly requested the Secretary-General to continue his efforts to mobilize resources to make the Institute more effective in its operations. Importantly, the Government of Uganda, in its hosting arrangements, has proceeded with preparations for the issuance of a title deed in the name of the Institute for the land on which it is located. The deed is deemed crucial for boosting the capacity of the Institute to increase support from estate development partners. Arrangements to conclude this process are virtually finalized. With the title deed at hand and ownership of the land reaffirmed, the Institute is poised to advance its search for resources for the development of the estate to host the project for the African centre of excellence for criminal justice.

B. General direction and management

11. Crime poses a serious obstacle to socio-economic development and continues to affect the management of public and private institutions, including criminal justice systems in Africa. The Institute's programme activities are geared to sustain the search for remedial measures, with emphasis on specific initiatives designed to maximize the value of available local expertise and other resources for sustainable effect. The Institute is increasing its engagement with the relevant authorities in African countries, trying to mobilize all available resources to make the required interventions in the effort to address crime and the challenges it poses. Through various contacts, including visits to selected capitals, crime problems are identified and measures in response discussed on the basis of the cost-sharing initiative as directed by the Governing Board. The general conviction is that crime prevention should be a general concern for all policy-formulation processes and that countries should be urged to invest in crime prevention strategies. Efforts for social development should incorporate a practical crime prevention component. This will require sustained sensitization campaigns to raise the awareness of all stakeholders. Challenges to the effective implementation of the programme of activities include lack of funding support. Through short-, medium- and long-term plans, the Institute is making arrangements to address the lack of funding.

12. The growing reliance on electronic services through the widespread use of computers, cellular phones and the Internet for the dissemination of information, including on social networks such as Facebook and Twitter, or the use of electronic bank transactions, automatic teller machines and electronic fund transfers has exposed the region to specific vulnerabilities. The utilization of digital technology in the region, where illiteracy levels are high, poses serious concerns, as such developments are subject to abuse and misuse with disastrous consequences, especially identity theft and other types of cybercrime. Pursuant to the emphasis of the General Assembly in its resolution 65/231 on the need to create coalitions, the Institute has developed programmes to raise awareness and provide training and

research through its African Centre for Cyberlaw and Cybercrime Prevention (ACCP).

III. Substantive programmes and activities

A. Overview

13. Popular demands for reforms in crime prevention and criminal justice administration presume the availability of research-based alternatives to provide suitable responses to the status quo. Africa suffers clear deficiencies in criminal justice management skills to deal with sophisticated forms of crime. Owing to the low levels of resource mobilization, activities that would promote effective crime prevention are not implemented. Therefore, crime prevention efforts will have to be considered in conjunction with reliable and sustainable sources of funding support.

B. Project activities

14. The activities on the programme of the Institute are based on member States' identified needs. Owing to financial constraints, the implementation of the programme of activities has been severely compromised and the schedule of planned activities can be developed only in a limited way. However, efforts are being made to explore strategies for alternative funding to support the implementation of activities, including cooperation with well-funded organizations such as academic institutions, civil society organizations, private sector entities, universities and local authorities. Efforts are being made to visit the permanent mission of several African countries in Kampala to raise their awareness of the serious financial situation that is undermining the implementation of the Institute's programme activities. Concern about the situation has been shown, and pledges have been made to contact the various capitals regarding the provision of funds to respond to the severe budget challenges.

1. Research

(a) "From prison back home" project

15. There is a possibility of collaboration with a number of potential partners for most activities under the "From prison back home" project. An Institute staff member is usually the resource person at the meetings of the Africa Correctional Services Association, Prisons Rehabilitation and Welfare Action (PRAWA) and the International Corrections and Prisons Association (ICPA). The Institute is scheduled to participate in the ICPA meeting in Singapore from 11 to 16 September 2011 to strengthen collaboration in areas of concern. The Institute and PRAWA are participating in a joint project of Prison Reform Intervention in Africa (PRIA), which is funded by the Government of the Netherlands. The PRIA project is entering its final stages, and the Institute has been actively involved in Burundi, the Democratic Republic of the Congo, Kenya, Nigeria, Rwanda and Zambia. The African branch of Prison Fellowship International (PFI), which is heavily dependent on staff expertise and technical assistance from the Institute, has held two preparatory meetings in Addis Ababa and is scheduled to participate actively in the World Convocation in Canada, from 28 June to 2 July 2011. The Institute has been

designated to promote regional research projects aimed at improving correctional policy in Africa and at offsetting the difficulties of prison management, for which coalition funding may be possible. Discussions are continuing with the Commonwealth Secretariat for further collaboration after the Commonwealth workshop on alternative sentencing and reduction of prison overcrowding, where two Institute staff served as resource persons. At the last conference, in Kigali in May 2011, the Institute, as a key stakeholder, was tasked with the responsibility of dealing with the correctional policy programmes of the Commonwealth in Africa. The challenges posed by correctional management in Africa are undermining efforts aimed at successful social rehabilitation and reintegration of prisoners. Together with national authorities, the Institute is scheduled to tackle the problem of overcrowding through necessary reforms in policy and practice to strengthen human rights-based programmes in correctional institutions in Africa. Such programmes cover parole, probation, community-service orders, after-care services, rehabilitation and successful reintegration of offenders in identified communities. After Eastern African countries, the countries scheduled for the next correctional course include the Gambia, Ghana, Rwanda, Sierra Leone, South Africa and the United Republic of Tanzania.

(b) Cyberwatch project

16. Inaugurated in August 2010, the African Center for Cyberlaw and Cybercrime Prevention has ongoing arrangements with the Central Bank of Uganda by which all commercial banks will be mobilized to participate in the planned sensitization activities against identity theft in Uganda. A full report on the launch of the ACCP sensitization workshop has been prepared. Subsequently, it is planned to extend the project to the entire Eastern African region and other regions of Africa. It is expected that the success of the activities in Uganda will attract the interest of other countries.

(c) African Journal on Crime and Criminal Justice

17. The second edition of the *African Journal on Crime and Criminal Justice*, containing research articles on crime prevention and criminal justice by international scholars and practitioners, is currently being prepared, thanks to the financial assistance of the Naif Arab University for Security Sciences for printing. Articles have been received and are being processed for publication before August 2011.

18. The *Journal* continues to be a vital link to existing and potential partners, particularly in the light of the Institute's financial difficulties. It is a channel for maintaining essential contacts with experts across the world. Many universities, individual scholars and research institutions have expressed interest in subscribing to the *Journal*. Subscriptions are a source of much-needed support for this important instrument to promote regional cooperation and to highlight the Institute's objectives.

(d) Country crime data bank

19. The compilation of sources of crime data in African countries is an ongoing effort. Through contacts, the Institute continues to update and build the databank, and opportunities for developing national focal points are beginning to emerge.

(e) Status of implementation of the Standard Minimum Rules for the Treatment of Prisoners by African countries

20. Completed questionnaires have been returned by 17 out of 30 countries. The collected data are currently being analysed, and a complete report will soon be published, the recommendations of which will form the basis for collaboration with UNODC for joint implementation.

2. Training

21. In the light of budgetary constraints, the Institute limited its training-related activities to the following:

(a) Ongoing discussions with prospective sources of funds to replicate short courses for improving criminal justice systems targeting regions that have indicated interest;

(b) Ongoing efforts to organize a regional meeting of experts to discuss strategies for implementing the "Exam watch" project;

(c) A sensitization and training workshop on identity theft in August 2010, on the occasion of the launch of ACCP, participants included bankers and judicial officials, practitioners and scholars. Efforts are being made with the commercial sector in Uganda to widen the scope of sensitization about identity theft to include other stakeholders, first in Uganda and subsequently in other parts of Africa.

3. Information dissemination

(a) Production of reports

22. A report on the inauguration of ACCP will soon be issued. Other reports describing the Institute's activities and its programme of work for 2011-2012 will soon be published online.

(b) Modernization of the information centre

23. The information centre continues to be updated. Accessible worldwide, the Online Public Access Catalogue is one of the major channels for the dissemination of information by the Institute.

(c) Website

24. The website is a useful tool for enhancing the visibility of the Institute. Many visitors to the Institute's website make useful suggestions and could become partners.

4. Cooperation

(a) Effective cooperation between the Institute and its partners

25. Substantial support is derived from collaboration with several partners. The Institute values its partnerships with local, regional and international stakeholders, which include universities, research institutions and civil society. The Institute also cooperates with regional institutions such as the East African Community, African Union, Economic Community of West African States, Southern African

Development Community and Economic Commission for Africa (ECA), as well as with such United Nations organizations as the United Nations Development Programme, UNODC, the United Nations Children's Fund and institutes of the United Nations crime prevention and criminal justice programme network.

IV. International cooperation and partnerships

26. The implementation of crime prevention activities and the strengthening of criminal justice systems require a coordinated effort, drawing skills, resources, expertise and capacity from a range of sources. Crime has become extraordinarily fluid and sophisticated, posing unprecedented threats to the development of all nations of the world. Cooperation at the global level and collaboration for the implementation of regional and international conventions and mechanisms to safeguard international order are essential. The Institute is a regional mechanism to promote cooperation among all agencies in the search for effective and sustainable measures focused on crime prevention and criminal justice measures. With the assistance of coalitions, networks and partnerships, the Institute's activities and its access to the necessary support and bilateral contacts will be greatly facilitated.

27. The Institute participated in several meetings at the local, regional and international levels to advance dialogue with interested stakeholders.

V. Funding and support

28. The total income of the Institute for 2010 was $462,637, some 25 per cent less than the previous year's income of $578,423. The decrease is attributable to the decline in receipts from assessed contributions from member States ($70,965 in 2010 compared to $383,270 in 2009), a result of economic hardships affecting them. The sources of income for 2010 were as follows:

(a) Assessed contributions from member States, $70,965 (15 per cent);

(b) The 2010 portion of the United Nations grant, $266,900 (58 per cent);

(c) Other income received from the rental of the premises and facilities of the Institute, as well as interest on deposits, $124,773 (27 per cent).

29. For the period from January to May 2010, the total resources of the Institute were valued at $272,195, comprising the following:

(a) The 2011 portion of the United Nations grant for the biennium 2010-2011, $98,400, to pay part of the salaries of staff members in the Professional category;

(b) Assessed contributions from member States, $34,368;

(c) Other income from the rental of the Institute's premises, $139,427.

A. Assessed financial contributions from member States

30. During the reporting period (January 2010-May 2011), the Institute was able to collect $105,333.18 from the following member States: Cameroon ($34,368), Kenya ($8,410.79), Libyan Arab Jamahiriya ($29,495.63), Mozambique ($6,548.05), Seychelles ($22,655) and Uganda ($3,855.38).

31. Of the total amount of $5,431,916 expected to be received by the Institute for the period 1989-2011, only $2,520,740.33 had been received as at 31 May 2011, leaving an outstanding balance of $2,911,175.67.

32. The failure of a number of member States to honour their financial commitments to the Institute has adversely affected its performance. A number of approved programme activities have remained unimplemented for some time now. In order to find a lasting solution to this problem, at its eleventh session, held in Nairobi on 27 and 28 April, the Governing Board resolved to change the mode of assessing member States' contributions. Instead of having a fixed rate of contribution ranging from $4,150 (for most member States) to $49,000 (for a few members, including the Libyan Arab Jamahiriya and Nigeria), it was resolved that the total biennium budget should be allocated by applying a scale of assessment similar to that used by the African Union.

33. On the basis of the new mode of assessment, the Board approved a biennium budget of $4,130,690. That amount was expected to be raised from: (a) assessed contributions from member States ($3,016,060), (b) the United Nations grant ($365,300), (c) leased or rented premises ($184,630) and (d) donations from countries and agencies ($550,000).

34. As a result of the new budgetary proposal, member States' annual contributions to the biennium budget vary. The approved annual contribution from member States for the biennium 2011-2012 ranges from $25,000 (for the least developed member States) to $226,205 (for a few countries, including Egypt, the Libyan Arab Jamahiriya and Nigeria).

35. In addition to revising annual assessed contributions from member States, at its eleventh session the Governing Board appointed an eleven-member committee to review the operations of the Institute, including by exploring opportunities for enhanced funding support from all stakeholders. The recommendations of the committee will be passed on to the Board for ratification and implementation by the stakeholders.

B. United Nations grant

36. The revised appropriation for the Institute under the programme budget for the biennium 2010-2011 amounts to $365,300, which is slightly lower than the amount for the previous biennium, $374,300. The actual receipts from the United Nations as reported by the executing agent (ECA) amounted to $364,300. However, expenditure already incurred and expected during the remaining portion of the biennium 2010-2011 will amount to $697,900 and has already been or will be expended on the salaries of the core posts in the Professional category (Director, Deputy Director, Research Adviser and Administration/Finance Officer). As can be

seen, even with the delayed recruitment of the Training Adviser and the Information and Documentation Adviser, the grant provided will cover only part of the salaries of the core staff, equivalent to about 16 months of salary payments, while the additional requirements will be met from the assessed contributions of member States. However, given the history of irregular payments from member States, there are growing concerns that the payment of Professional staff salaries may be subject to uncertainties and significant setbacks, including the possibility of prolonged delays in payment for the period from July to December 2011.

37. In paragraphs 10 and 11 of its resolution 65/231, the General Assembly requested the Secretary-General to (a) intensify efforts to mobilize all relevant entities of the United Nations system to provide the necessary financial and technical support to the Institute to enable it to fulfil its mandate and (b) continue his efforts to mobilize the financial resources necessary to maintain the core Professional staff required to enable the Institute to function effectively in the fulfilment of its obligations. A request by the Institute to the General Assembly to consider increasing the grant from $365,300 to the required $697,900 remains outstanding for consideration. This has caused a delay in the recruitment of both the Training Adviser and the Information/Documentation Adviser.

C. Other income

38. The following revenue was received: $235,903.21 from leased premises, $26,088.23 from rented premises and $2,208.11 from banking operations (interest receivable and gain on exchange transactions).

VI. Future of the Institute

39. The future of the Institute lies in the successful implementation of its planned programme of activities, which is directly linked to a prompt response to the crime prevention and criminal justice needs of African countries. The limitation to the achievement of this ideal continues to be insufficient budgetary support for the daunting task of fulfilling the crime prevention agenda for the African region.

40. The precarious financial situation has significantly undermined the capacity of the Institute to deliver its services effectively. Africa is a vulnerable region where attempts to solve the crime problem call for self-sustaining operations. It is a vast region, endowed with so much wealth in resources, yet so unexploited for the general good of the public. This situation makes the African region and its resources particularly vulnerable to exploitation by criminal organizations: the region's frequent upheavals and fragile security situation foster widespread, sophisticated and highly organized criminal exploitation of resources. However, the prevention of crime is now a global value shared by all peoples of the world. The future of the Institute will depend largely on opening up non-traditional sources to boost the weak budgetary support from conventional sources, such as financial inflows from member States, which are irregular and often insufficient for the planned schedule of activities.

41. The Institute has benefited so far from collective worldwide policy action and international frameworks aimed at facilitating the development of practical remedial

initiatives to strengthen crime prevention efforts. There are justified fears about the possibility of crime thriving where there is a shortage of skilled personnel, inadequate infrastructure, lack of effective legislation, lack of modern equipment for criminal investigations, inappropriate criminal justice systems and weak institutions for enforcing the rule of law. Effective crime prevention is a product of strong human rights advocacy, and criminal justice is one of the components of good governance and democratic order. The Institute is therefore expected to blend the requisite virtues of good governance based on the rule of law with the commitment to building functional institutions to uphold a democratic culture. Considering that resource deficiency is the key obstacle to effective crime prevention and strengthened criminal justice systems, it is crucial that the Institute devise alternative means to create a strong foundation for bilateral relations with identified strategic partner organizations.

42. Reports available to the Institute indicate that African countries are facing serious challenges in the management of their prisons. Major problems include poor sanitation and health due to insufficient infrastructure; poor recordkeeping; overpopulation, related to the incarceration of pretrial suspects; a punitive culture; high levels of recidivism; and protracted litigation periods. All these point to the nature of criminal justice administration and the existing legislative framework, which do not support the swift disposition of cases. In pretrial cases in which prisoners are being held because of technicalities or lack of legal representation, the Institute is mandated to sensitize prison authorities to apply international conventions such as the Standard Minimum Rules for the Treatment of Prisoners, the Lilongwe Declaration on Accessing Legal Aid in the Criminal Justice System in Africa and the United Nations Standard Minimum Rules for Non-Custodial Measures (Tokyo Rules) to hasten the process of hearings with and to reduce and control the size of the prison population through reforms in correctional policy that allow alternatives to imprisonment and emphasize non-custodial and rehabilitative sentences, with a focus on successful social reintegration.

43. In its resolution 65/231 the General Assembly commended the Institute for its efforts to promote and coordinate regional technical cooperation and reiterated the need to strengthen the capacity of the Institute to support national mechanisms for crime prevention and criminal justice. The Institute should explore, in conjunction with national authorities, all workable solutions, particularly those based on relevant traditional systems of crime prevention and criminal justice. UNODC deserves special recognition for nurturing and spearheading the collaboration with the Institute to implement activities consistent with the Revised African Union Plan of Action on Drug Control and Crime Prevention (2007-2012). Africa has long been seen as the custodian of unique traditions, such as extended family networks, and the Institute should endeavour, through its research-based policy action, to incorporate, make known and implement the relevant aspects of such traditions to assist the region in coping with the crime problem and challenges of criminal justice. The assimilation of relevant traditional practices in crime prevention policy has the benefit of cost-effectiveness for Africa, where alternative measures are costly. The Institute therefore needs to accelerate reforms in the law to give legitimacy to new and cost-effective practices to combat crime. This will give Africa a broad range of options with which to respond to the crime problem.

44. One of the Institute's goals is to sensitize all countries against being used as sources, conduits or destinations of criminal activities, through the enactment of legislation, technical support for training law enforcement agencies and regional and international forums where good practices and knowledge are shared with local and international experts. The Institute would have to consolidate consultations with line ministries in African countries to identify specific threats and devise tailored remedial measures. Discussions would have to centre on the need for focal persons in each capital to promote the Institute's goals and take up issues relating to its support with the national authorities. Through established research and academic institutions, the Institute would enhance collaboration by focusing on the production of empirical data to develop policies based on the realities of each country. It is envisaged that success on this front will further help to improve the visibility of the Institute and thus mobilize support.

VII. Conclusion

45. The concept of globalization is relevant to challenges brought about by crime, which are spilling over all continents with disastrous effects. Because crime moves and inflicts harm across boundaries, concerted efforts must be made to respond to the threat it poses to nations of the world. A multipronged approach will help to keep the activities of criminal organizations in check. Such an approach will include appropriate legislation, effective criminal justice, sensitization of the population, training of criminal justice personnel and continued research to identify emerging threats posed by crime. Success in prevention presupposes a pre-emptive effort to forestall the commission of crime, and this calls for the involvement of all stakeholders, utilizing national, regional and international initiatives. Capacities created by regional institutes are valuable and will assist in providing a basic framework for monitoring and evaluating the effectiveness of efforts to combat crime. The special relationship between such institutes and the United Nations African Institute for the Prevention of Crime and the Treatment of Offenders should be maximized and supported by the international community and member States.

46. The Institute will continue to market itself by designing useful packages of activities that meet the needs of prospective partners and by placing itself as a strategic and viable entity. Useful insights can come from the region to inform international policy, particularly with regard to traditional systems of crime prevention and criminal justice. Efforts should be made to explore and develop the good practices in Africa with a view to incorporating them in mainstream legislative mechanisms, as appropriate. The Institute's success in this regard will enhance its legitimacy among member States and its effectiveness. This will create the critical mass the Institute needs to assert itself in the mobilization of the support and resources it needs to function. The Institute will have to strengthen its research work, as one of the avenues to tap into the realities of each country's needs and discover vital clues leading to possible partnerships. While in the short term resource mobilization seems to be a challenge, in the long run, with carefully thought-out strategies, it will be overcome through regional and international collaboration. The overall outcome will yield great rewards in terms of international peace and stability, and the new era that emerges out of a stable environment will be conducive to development and prosperity.